Space & Naval Warfare Systems Command

STRATEGIC PLAN

SPAWAR

This Strategic Plan is designed to accomplish four broad objectives: to improve our mission performance; to achieve our vision for the future; to tell our story to our customers, stakeholders, and partners; and to motivate and educate the SPAWAR workforce. This Strategic Plan is customer-centric with an emphasis on the Fleet. To deliver value to our customers and stakeholders, actions are required both inside and outside the Corporation. As a result, although most of our strategies are outward looking, some are inward looking.

How should our customers and stakeholders – our partners – view this document?

The priorities of our Fleet and other customers and stakeholders should be our own priorities. Through improved two-way communication, we will define requirements and solutions. We will reach out to our customers and stakeholders to update them on our progress in helping them achieve their goals and objectives. We will jointly explore means to meet or exceed expectations.

How should the Corporation view this document?

This Strategic Plan presents overarching guidance and goals. The details are in the Implementation Plan. Every member of the Corporation must understand and support the Strategic Plan. Efforts that support our Strategic Plan take priority over efforts that do not. Actions inconsistent with this Strategic Plan should be challenged.

The SPAWAR Corporation. The SPAWAR Corporation is made up of the Commander/Headquarters Staff, including five Program Directorates, three SPAWAR Systems Centers (SSC Charleston, Chesapeake, and San Diego), the SPAWAR Space Field Activity (SSFA) and the SPAWAR Information Technology Center (SPAWARINFOTECHCEN New Orleans). The Corporation has over 7300 employees and receives over $4 billion in fiscal resources. While Headquarters, SSC Chesapeake and SSFA use a traditional mission funding stream, SSC San Diego and SSC Charleston are resourced by the Navy Working Capital Fund (NWCF). The Information Technology Center receives funding from both sources. SPAWAR is one of three Navy acquisition commands. The SPAWAR Corporation must deliver value and create synergies with the other acquisition commands. We must operate as a corporation - not a conglomerate.

Focus on the Fleet. The Navy starts with the Fleet. Although our customers encompass more than the Fleet, those Sailors and Marines must be at the heart of our thoughts and efforts.

Change. The fiscal, legislative and executive environment is changing. The capabilities and products we are delivering are changing. Even our customers are changing continuously. We must be able to respond quickly to this constantly altering environment and act in new ways at every level of the Corporation. The continued health of our Corporation requires that we embrace changes in the environment and our plans, and that we adapt accordingly. Time and tide wait for no one.

C4I is a growth industry. The capability in Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR), Information Technology (IT) including business systems, and Space that we provide is critical to the national interest. The demand for these capabilities is growing exponentially. To serve the national interest, we must be ready to meet our Navy's and our Nation's expanding need for C4ISR, IT, and Space capabilities.

Organizational Imperatives. We must understand and follow the flow of resources. We must reduce vertical (i.e. program) and horizontal (i.e. process) stovepipes to become a truly integrated organization. We must reduce the organizational friction at the interfaces of the Corporation, both internally and externally. We must align our organization, systems, and processes to deliver exactly what the customer requires. We must put the right person in the right job – the SPAWAR Corporate military, civilian and industry workforce is a team.

My Guiding Principles

- *We have many stakeholders, but our only customers are those who use our products and services.*
- *We will do whatever it takes, within the law, to fix customer problems.*
- *We are a team – we maintain a spirit of cooperation, trust, and mutual dependence.*
- *We communicate positively, precisely, and with the same voice.*
- *We are loyal up and down the chain of command and to each other - no surprises.*
- *We are forthright – we stand up for what we believe; we are flexible – we recognize that nothing is binary.*
- *Failure is not an option – we will always plan for "results" vice "success".*
- *Industry is our partner – we will treat them accordingly.*

RADM John Gauss, USN
November 29, 2000

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Leadership Team

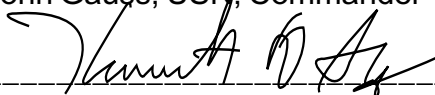## WE, THE SPAWAR CORPORATE LEADERSHIP, COMMIT TO...

- Increasing Fleet readiness by deploying integrated, reliable, and supportable systems.
    - Retaining Sailors and Marines by providing training for our state-of-the-art equipment.
        - Aligning our processes, systems, and organization to be increasingly responsive.
            - Leveraging knowledge from our other customer bases.
                - Recognizing the contributions of our diverse workforce.
                    - Thinking and acting strategically as a single Corporation.
                        - Communicating our message with one voice.

Our Focus is the Fleet.
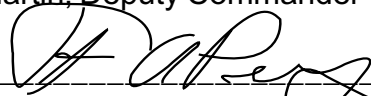
SPAWAR HQ LEADERSHIP TEAM
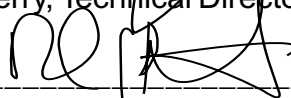
RADM John Gauss, USN, Commander
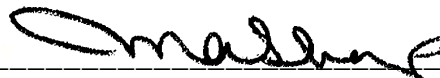
RADM Ken Slaght, USN, Vice Commander

Mr. Bob Martin, Deputy Commander
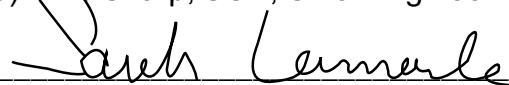
Dr. Frank Perry, Technical Director

RDML Dave Antanitus, USN, Director Installations & Logistics

RDML (S) Mike Sharp, USN, Chief Engineer

Ms. Sarah Lamade, Chief Information Officer

SSC CHARLESTON LEADERSHIP TEAM

CAPT Nancy Deitch, USN, Commanding Officer

Mr. Don Bailey, Executive Director

SSC CHESAPEAKE LEADERSHIP TEAM

CAPT Tom McIlravy, USN, Commanding Officer

Mr. Ron Lowder, Executive Director

SSC SAN DIEGO LEADERSHIP TEAM

CAPT Ernest Valdes, USN, Commanding Officer

Dr. Bob Kolb, Executive Director

SSFA LEADERSHIP TEAM

RDML Rand Fisher, USN, Commander

Dr. Jack Breedlove, Executive Director

SPAWARINFOTECHCEN LEADERSHIP TEAM

Mr. Dale Galloway, Director

Mr. Michael Kirsch, Technical Director

Assessment of the Strategic Environment

The National Military Strategy

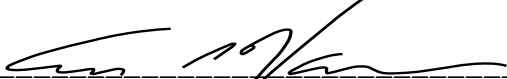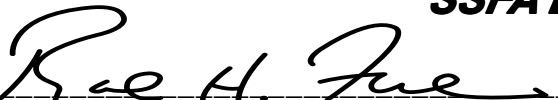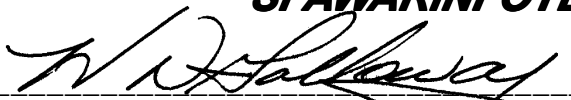The President's "National Security Strategy for a New Century" tasks the nation's military forces with addressing the problems of today while preparing for the uncertainties of tomorrow. "Joint Vision 2020", the blueprint for shaping U.S. military power for the next 20 years, makes it clear that information technology will be the "enabler" of battlefield success in the future. "The National Military Strategy", developed by the Joint Chiefs of Staff, describes four strategic concepts that guide us in the development and acquisition of the Navy's force structure: Strategic Agility, Overseas Presence, Power Projection and Decisive Force. The continued success of SPAWAR will contribute to the success in the implementation of these concepts.

As the leader in developing and delivering battlespace information collection, communication, processing, management, and business systems, SPAWAR has a critical role in supporting the execution of national military strategies. The SPAWAR Corporation, and its industry partners must not only continue to lead the design, development, acquisition, and support of these vital systems, they must improve the processes by which better systems are delivered and supported in a more timely, coordinated, cohesive manner. All this must be done in an era of declining defense funding, reduced government workforce and increased emphasis on uncoordinated industry/off-the-shelf solutions.

External Influences

Operational. The major visions of future military and Naval operations place a major emphasis on the mission area of SPAWAR. "Joint Vision 2020" relies on the key enabler of information superiority, driven by significant changes in information technologies, as a means for attaining knowledge and decision superiority. The Navy Marine Corps Intranet program will provide the ashore portion of the Navy's end-to-end IT infrastructure and SPAWAR is the contract execution command for this groundbreaking initiative. The next challenge will be to overlay content on this infrastructure. Interoperability among the services and coalition partners as well as government and non-government organizations will be imperative. Guided by the vision of the Naval Warfare Doctrine Command and the Chief of Naval Operation's Strategic Studies Group, advanced joint and naval network-centric operational concepts are emerging which will rely on an integrated, networked C4ISR infrastructure. Even today, the Fleet and our other customers need fully integrated, adaptable, scalable C4ISR, IT, and Space systems that have high reliability, low maintenance requirements and more efficient training methods. More than ever, SPAWAR must be responsive to the fleet customer.

Programmatic/Organizational. National priorities, as driven by political circumstance and/or global economic conditions, are always subject to change with little or no notice. Small projected growth in the defense and Navy budgets with an increased emphasis on improving

readiness may lead to a decrease in system acquisition funding. While the increasing age of existing systems may provide a rationale for increased procurement budgets, the funding authorized may be smaller than planned, or more restricted. The potential for increased foreign military sales might be hindered by decreases in foreign nation's budgets. National efforts to achieve further cost savings in the Department of Defense continue to focus on infrastructure reductions. Cost savings and more efficient operations will also be driven by full service/turn-key platform acquisitions coupled with industrial base consolidations (vertical integration). The pace of change in information technologies and increasing use of force experimentation will require changes to the existing development and acquisition processes.

Socioeconomic. At the end of the Cold War era, the United States became recognized as the only remaining "Super Power". As the nation's priorities have turned toward areas other than defense, there remains a need to educate the public on the continuing need for a strong military capability. Additionally, as the number of citizens with military/government service experience continues to decrease, the general understanding of the continuing equipment, personnel and training needs of the nation's military forces has declined. SPAWAR must provide increased system training to help reduce Fleet attrition. These downturns are coupled with a boom in the information technology business area. High salaries, rapid career growth potential, the opportunity to work in cutting edge technology together with current government personnel systems—all contribute to challenges in maintaining a robust, technically sound workforce. SPAWAR will have to develop new approaches to attract and retain information technology specialists.

Internal Influences

Operations. If external forces require that SPAWAR field more integrated system capabilities, increase cost saving and improve customer support satisfaction/product quality, then SPAWAR must begin to operate under a more unified, or "corporate" structure. Continued infrastructure reductions will lead to an emphasis on a smaller set of corporate core competencies and a more careful selection of S&T and product portfolios. Increasing use of the "turn-key" acquisition model will force the command to pursue various industry teaming arrangements, sometimes with industry taking the lead. The pace of technological and operational concept change will require the implementation of evolutionary development and systems engineering processes, and a closer relationship with NWDC, JFCOM and the operating forces.

Workforce. A large percentage of the SPAWAR workforce will be eligible for retirement during the next five years. To prevent loss of expertise, a careful evaluation of future competency needs and a program for succession involving mentoring and more formal development of technical, managerial and leadership skills will be essential. An increasingly younger workforce will change corporate culture, including changes in decision-making styles, reward systems, corporate communications and work environment.

The strategic planning process initiated this fiscal year (and summarized in this document) is aimed at, and will become increasingly important, in the evolution of the SPAWAR Corporation as a more viable, productive entity and valued component of the defense infrastructure. This planning process must function as a continuous process of organizational assessment and renewal.

Mission, Vision, and Strategies

MISSION – WHAT WE DO

We enable knowledge superiority to the warfighter through the development, acquisition, and life cycle support of effective, capable and integrated C4ISR, IT, and Space systems.

VISION – WHERE WE WANT TO BE IN THE FUTURE

We will become the premier provider of C4ISR, IT, and Space capabilities.

STRATEGIC GOALS

The SPAWAR Corporation has three broad strategic goals associated with our mission and vision:

Development - The SPAWAR Corporation must communicate with the Fleet and PLAN for future C4ISR, IT, and Space capability. We have to articulate a technological blueprint for the future. We must be leaders in technological innovation.

Acquisition - The SPAWAR Corporation must DELIVER capability to the Fleet and our other customers. We must streamline and consolidate the acquisition process. We must improve timeliness and quality of delivery of capability. We must provide integrated Navy, joint and coalition C4ISR, IT, and Space capability.

Life cycle support - Having planned and delivered the capability, we must train the operator and SUSTAIN the capability. We must improve lifecycle support for our delivered capabilities. We must simplify the complexity and manage the rate of change of C4ISR, IT, and Space capabilities for customers.

HOW WE WILL ACHIEVE OUR VISION

To accomplish these three broad goals of Planning, Delivering and Sustaining Capability, the SPAWAR Strategic Plan is broken into six distinct, yet related strategies. The strategies are the responsibility of Focus Teams. The Focus Teams, led by one or more members of the SPAWAR Leadership Team, are cross-functional, cross-corporation groups who assume full responsibility for the actions necessary to attain the strategic goals. Each of the six strategies relates back to one or more of the strategic goals – plan for future capability, deliver capability and sustain capability.

STRATEGIES

1. Provide an integrated capability.
2. Speak with one voice.
3. Improve our processes.
4. Enhance the workforce and the workplace.
5. Promote interoperability and commonality.
6. Be a proactive national leader in C4ISR, IT, and Space.

1. Provide an Integrated Capability
CHAMPION: Product Focus Team
Team Leader: Frank Perry

OBJECTIVES

We will provide integrated capability that will satisfy the Fleet's and our other customers' needs now and in the future.

We will communicate with the Fleet to identify future requirements and transition technologies to meet those needs.

We will plan and budget for the programs necessary to satisfy our customers' requirements.

We will deliver end-to-end C4ISR mission capability packages that meet or exceed our customers' requirements in incremental upgrade cycles.

ACTIONS

In conjunction with our industry partners, we will develop and implement an integrated corporate process for delivering and supporting Navy/joint/coalition, integrated, end-to-end capability. This will include:

- Design, integration and testing.

- Configuration control.

- Integrated installations, training, logistics and sustainment.

We will ensure that we deliver suitable and effective products to our customers. This will include:

- Reduced complexity.

- Reduced cost to buy, install and maintain.

We will leverage resources from all sources to provide better solutions for all customers, including:

- Plans to transition results of Science & Technology (S&T) investments in future naval capabilities.

- Tasking from other Navy, DoD and federal customers.

- Foreign Military Sales.

We will develop solutions to respond to emerging mission areas and opportunities.

2. Speak With One Voice
CHAMPION: Communication Focus Team
Team Leaders: Roger Copeland & LCDR Greg Geisen

OBJECTIVES

We will advance specific SPAWAR command objectives and priorities and will gain support for SPAWAR initiatives and programs.

We will communicate to key decision-makers and the American public the critical role of the SPAWAR Corporation today and for the future.

We will communicate with our customers, stakeholders, and key personnel within the Corporation, as well as the Navy/Marine Corps, coalition partners, Congress, Department of Defense (DoD), Joint Staff, media, academia, business, industry, and the American public.

We will enhance the SPAWAR Corporation's ability to speak with one voice.

We will effectively communicate SPAWAR's Corporate mission, vision, strategic plan priorities, and Corporate accomplishments to all stakeholders.

ACTIONS

Assess the "current" situation. (What has been done to date concerning communication opportunities, events, messages, audiences, etc…).

Develop the SPAWAR Master Activities Calendar.

Select and prioritize specific communication events and opportunities for Corporate focus, attention and participation.

Develop execution matrixes for strategic communication events and opportunities.

Develop tailored messages for specific events and opportunities.

Assess and provide feedback on executed communication events and opportunities.

3. Improve Processes

CHAMPION: Process Focus Team
Team Leaders: Sarah Lamade & Steve Arkin

OBJECTIVES

We will streamline end-to-end corporate processes to optimize efficiency and effectiveness.

We will provide Information Technology tools and infrastructure to support our corporate processes in order to better plan, deliver, and sustain corporate capabilities.

We will institute corporate planning processes to continuously assess and improve corporate performance.

ACTIONS

Implement corporate process improvement.

Develop a corporate Knowledge Management (KM) system.

Improve the corporate Information Technology (IT) infrastructure.

Implement an Enterprise Resource Planning (ERP) system throughout the Corporation.

Develop and implement an annual corporate business operations planning and management process.

Implement a corporate metrics process.

4. Enhance Workforce and Workplace
CHAMPION: Resource Focus Team
Team Leaders: Bob Martin & Tim Dowd

OBJECTIVES

We will recruit, develop and sustain a world-class workforce capable of leading and executing the SPAWAR Corporation's Strategic Plan.

With our industry partners and stakeholders, we will develop and maintain state-of-the-art facilities that are national assets.

ACTIONS

Recruit, develop and sustain a world-class workforce:

- Design a workforce that fully supports the Strategic Plan.

- Attract and retain a workforce capable of supporting the SPAWAR Corporation's mission.

- Benchmark workforce and workforce policies.

- Develop the workforce.

- Gather feedback from the workforce.

Develop and maintain state-of-the-art facilities that are national assets:

- Assess the workplace environment against required capabilities and capacity.

- Create a workplace that supports the SPAWAR Corporation's mission.

5. Promote Interoperability and Commonality
CHAMPION: Business Development Focus Team
Team Leaders: Bob Kolb & Don Bailey

OBJECTIVES

We will work with Navy and joint platform sponsors to develop C4ISR, IT, and Space capabilities for platforms that complement their organic combat systems and that support their operational concepts and missions.

We will work with national and non-DoD agencies to exchange technology and capabilities to promote interoperability and commonality.

We will establish alliances to foster mutually beneficial agreements on C4ISR, IT, and Space operational capabilities and Science and Technology.

ACTIONS

Develop effective working relationships with PEOs and SYSCOMs to ensure that Corporate SPAWAR C4ISR, IT, and Space capabilities are integrated effectively on new platforms and promote cross-platform commonality / interoperability.

Identify and act on opportunities for contributing to improved joint and coalition commonality / interoperability.

Establish relationships with national and non-DoD agencies to effect the transfer of technologies and capabilities that provide cost-effective solutions and promote commonality / interoperability.

Cooperate in new capability operational experimentation to obtain operational feedback and to support the development of new operational concepts / tactics.

Develop processes to ensure effective corporate responses to new business opportunities.

Involve customers, stakeholders and our workforce in the planning of future corporate products and services.

Implement a process to assess and respond to customer and stakeholder feedback.

Establish and maintain continuous communication between the SPAWAR Corporation, industry, stakeholders and customers.

6. Lead C4ISR, IT, and Space Innovation

CHAMPIONS: SPAWAR Flag Officers

OBJECTIVES

We will be recognized as a national leader in C4ISR, IT, and Space.

ACTIONS

Build strategic partnerships and alliances.

Provide warfighters with information needed to evaluate the utility and benefits of C4ISR, IT, and Space capabilities being developed.

Align the components of the SPAWAR Corporation to achieve the leadership role based on our core competencies.

Become a leader in national and international C4ISR bodies and activities.

Become a leader in integrating Joint C4ISR, IT, and Space capability.

Partner with Navy Warfare Development Command (NWDC).

Take a leadership role in supporting and enhancing the partnership between the Department of the Navy and the National Reconnaissance Office (NRO).

Create of an environment within SPAWAR that fosters technology innovation.

Take an active role in C4ISR, IT, and Space experimentation.

Strategies

One Voice

Integrated Capability

Interoperability

Enhance workforce

Improve Processes

National Leader

IMPLEMENTATION

INSTITUTING A STRATEGIC MANAGEMENT PROCESS

We will maintain a dynamic Strategic Management process.

We will periodically review and update the Strategic Plan.

We will create an Implementation Plan that translates the strategies of the Strategic Plan into specific, measurable actions.

FOCUS TEAMS

We will empower our Focus Teams to lead the Implementation Plan.

ACCOUNTABILITY

The SPAWAR Corporate Board of Directors (CBOD) will oversee the implementation of the Strategic Plan.

The component organizations of the SPAWAR Corporation will support this Strategic Plan.

STRATEGIC METRICS

We will establish strategic metrics to measure progress toward our strategic goals.
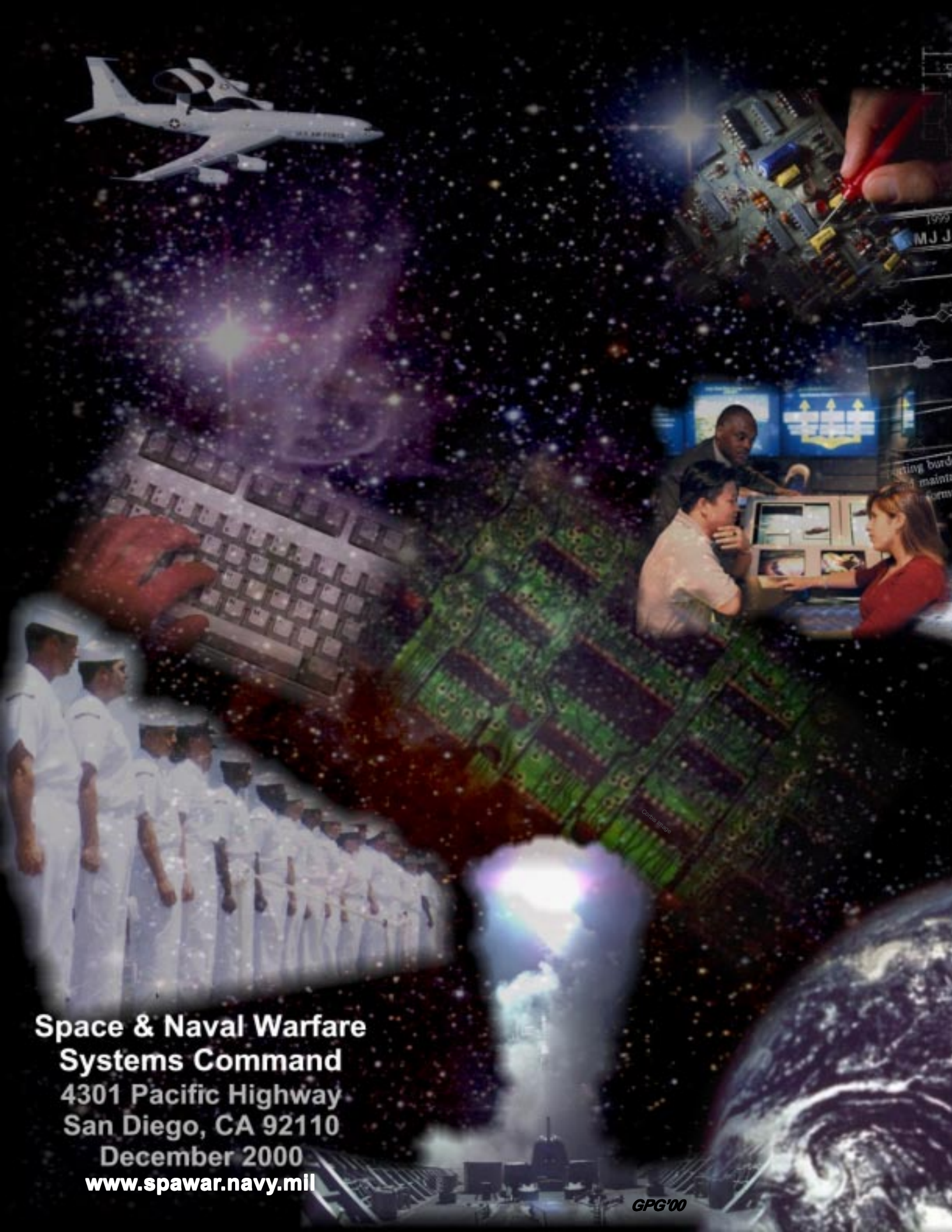
**Space & Naval Warfare
Systems Command**
4301 Pacific Highway
San Diego, CA 92110
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www.spawar.navy.mil

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